



**A THESIS PROPOSAL SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF
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**The Effectiveness of Brand positioning on Customer Loyalty In The case of
TEBITA Ambulance and Pre-Hospital EMS**

BY

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DECLARATION

I Leule Yohannes, Registration Number/I.D GSD/2093/15, do here by declare that this Thesis is my original work and that it has not been summated partially or in full, by any other person for an award of a degree in any other university/ institution.

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Table of Contents

| | |
|---|----|
| CHAPTER ONE | 11 |
| INTRODUCTION..... | 11 |
| 1.1Background of the Study..... | 11 |
| 1.2Background of the organization | 13 |
| 1.3Statement of the Problem | 13 |
| 1.4Research Questions..... | 15 |
| 1.4.1Main Research Questions | 15 |
| 1.4.2. Sub Research Questions | 15 |
| 1.5. Objective of the Study..... | 15 |
| 1.5.1. General Objective | 15 |
| 1.5.2. Specific Objective | 16 |
| Research Hypothesis..... | 16 |
| Significance of the Study | 16 |
| Scope of the study | 17 |
| Limitation of the study..... | 17 |
| Organization of the study..... | 17 |
| Definition of terms | 18 |
| CHAPTER TWO | 19 |
| REVIEW OF RELATED LITERATURE..... | 19 |
| 2.1. Theoretical Review | 19 |
| 2.1.1. Introduction | 19 |
| 2.1.2. Concept of Brand Positioning..... | 20 |
| 2.1.3. Characteristics of positioning | 22 |
| 2.1.4. Types of Positioning..... | 23 |
| 2.1.5. Benefits of Positioning | 25 |
| 2.1.6. Positioning Issues/ Key Points to Remember while Positioning | 27 |
| 2.1.7. How to Determine if you're Brand Position is Strong | 28 |
| 2.2. Empirical Review | 33 |
| 2.2.1. Relevance and Customer Loyalty | 34 |
| 2.2.2. Differentiation and Customer Loyalty..... | 34 |
| 2.2.3. Delivery and Customer Loyalty..... | 35 |
| 2.2.4. Communication and Customer loyalty | 35 |

| | |
|--|-------------------------------------|
| 2.2.5. Durability and Customer Loyalty..... | 36 |
| 2.3. Conceptual Framework | 36 |
| CHAPTER THREE..... | 38 |
| RESEARCH DESIGN AND METHODOLOGY..... | 38 |
| 3.1. Research Approach | 38 |
| 3.2. Research Design | 39 |
| 3.3. Population of the Study | 39 |
| 3.4. Sampling Procedure | 40 |
| 3.4.1. Sample Size | 40 |
| 3.4.2. Sampling Technique..... | 40 |
| 3.5. Data Gathering Instrument | 40 |
| 3.6. Data Analysis and Technique | 41 |
| 3.7. Ethical Consideration..... | 42 |
| CHAPTER FOUR..... | 44 |
| DATA ANALYSIS AND INTERPRETATION | 44 |
| 4.1. Data Analysis and Interpretation | 44 |
| 4.1.1. Rates of Response | 44 |
| 4.1.2. Demographic Profile of Respondents..... | 44 |
| 4.2. Descriptive Statistics of Positioning | 47 |
| 4.2.1. Consumers Perception on Positioning Relevance..... | 48 |
| 4.2.2. Consumers Attitude on Positioning Differentiation..... | 49 |
| 4.2.3. Respondent Attitude on Positioning Delivery | 50 |
| 4.2.4. Customers Attitude towards Positioning Communication..... | Error! Bookmark not defined. |
| 4.2.5. Customers Attitude towards Positioning Durability | 52 |
| 4.3. Correlation Analysis | 54 |
| 4.4. Regression Analysis..... | 56 |
| 4.5. Discussion of the Result..... | 60 |
| CHAPTER FIVE..... | 62 |
| SUMMARY OF FINDINGS, CONCLUSION AND | 62 |
| RECOMMENDATION..... | 62 |
| 5.1. Summary of the Major Finding | 62 |
| 5.2. Conclusion..... | 64 |
| 5.3. Recommendations..... | 65 |

| | |
|--------------------------------|----|
| 5.4. Further Implications..... | 66 |
| REFERENCE..... | 67 |
| APPENDICES | 72 |

List of Tables

| | |
|---------------|----|
| Table 1..... | 43 |
| Table 2..... | 46 |
| Table 3..... | 46 |
| Table 4..... | 47 |
| Table 5..... | 48 |
| Table 6..... | 49 |
| Table 7..... | 50 |
| Table 8..... | 52 |
| Table 9..... | 53 |
| Table 10..... | 54 |
| Table 11..... | 55 |
| Table 12..... | 57 |
| Table 13..... | 59 |

List of figures

| | |
|--------------|----|
| Figure1..... | 37 |
| Figure2..... | 51 |

ABSTRACT

This study tries to investigate the relationship between various factors and customer loyalty using regression analysis. The data, collected from customers of TEBETA Ambulance and Pre hospital EMS, includes responses related to factors such as relevance, differentiation, delivery, communication, and durability, and their impact on customer loyalty. Analysis reveals significant positive correlations between relevance, differentiation, delivery, and communication with customer loyalty, while durability shows no notable impact. These findings highlight the importance of strategic positioning, effective communication, and reliable delivery in fostering customer loyalty within the fast moving health sector industry. This research provides valuable insights for businesses seeking to enhance customer loyalty and improve market positioning strategies.

Keywords:

Customer loyalty, Positioning, Relevance, Differentiation, Delivery, Communication and Durability

EMS:-Emergency medical service

Ambulance:- a specially equipped vehicle designed to provide emergency medical care and transportation to individuals in need of urgent medical attention

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The power of globalization of markets and other forces such as information technology, Deregulation, changes in legislative framework, increased advertising and stiff competition has made customers more educated, more inquisitive and demanding (Capron &Hulland,1999). Because of this marketing philosophies have changed, posing serious challenges to the survival and profitability of firms. The main philosophies that guide marketing related decision of company is marketing concept and it has passed through the following there level, which starts from a focus of Product management in the 1950s and 1960s to customer management in the 1970sand 1980s. It then evolved further and added the discipline of brand management in the 1990sand the 2000s (, Kartajaya, and Setiawan, 2010)

During the Product concept stage of the 1950s and 1960s, the primary aim of marketing was to stimulate demand for products. These products were generally basic, inexpensive, and widely available. Consequently, many products were perceived as commodities by consumers, lacking distinct positioning and resulting in limited demand. Marketers recognized the necessity of placing the "customer" at the forefront of marketing activities to effectively stimulate demand. This shift led to a customer-oriented approach focused on delivering greater customer value and satisfaction compared to competitors, introducing strategies such as segmentation, targeting, and positioning (STP).

However, solely targeting the customer's mindset using the traditional positioning model proved insufficient for generating demand. This realization gave rise to the concept of brand management. Brand management extends the concept of customer orientation, emphasizing a harmonious interplay between the brand, positioning, and differentiation (Kotler, Kartajaya, and Setiawan, 2010).

The emergence of the customer-oriented era marks the inception of the modern marketing concept. With a plethora of cheaper substitute products vying for their attention, customers become increasingly conscious of their tastes and preferences (Kotler, 2002).

To gain the favor of consumers, businesses must leverage unique selling propositions to maintain a competitive edge (Kotler, 2006). During this period, marketers recognized the imperative of aligning every marketing initiative with the needs, wants, and demands of the end consumer. Strategies were developed to attain a competitive advantage by fostering customer relationships grounded in superior value, satisfaction, and quality.

Both customer management and brand management concepts encompass the positioning strategy. This is because the essence of positioning revolves around surpassing competitors in delivering customer satisfaction, facilitated by marketing tools such as perceptual mapping and market research.

Positioning entails leveraging marketing strategies to shape the perception of a product in the minds of consumers, particularly in comparison to other offerings (Kotler, 2002). It addresses the question of why someone within the target market would choose a particular product or service over competitors' offerings, emphasizing the perceived value of the offering in comparison. This process also involves how a company aims for its brand to be perceived, thought about, and felt by consumers relative to competitors' offerings (Janiszewska & Insch, 2012).

Positioning is a strategic process that involves crafting a marketing mix to establish a more favorable perception of a product or service in the minds of customers compared to alternatives offered by competitors, with the goal of gaining a competitive advantage (Seman, 2010). As noted by Morrison & Anderson (2002), positioning starts with the customer's perspective, focusing on how customers perceive the brand rather than solely on the company's messaging.

It encompasses traditional marketing placement strategies such as pricing, promotion, distribution, packaging, and competition, aimed at identifying a market niche and creating a lasting impression in the minds of customers (Kotler, 2002; Levi, 2011). Kotler & Armstrong (2011) define positioning as arranging for a product to occupy a clear, distinctive, and desirable place relative to competing products in the minds of target consumers.

Overall, positioning aims to deliver personally relevant products to a target audience, differentiate them from competitors, deliver maximum customer value, and establish a lasting presence in the minds of prospective customers through effective marketing communication.

1.2 Background of the organization

TEBITA Ambulance and Pre-Hospital Emergency Medical Service (TEBITA) is the first Private sector emergency medical services company in Ethiopia. Mr. Kibret Abebe a licensed nurse anesthetist with more than 25 years of experience in health care in Ethiopia founded TEBITA in 2008. TEBITA provides 24-hour ambulance service in Addis Ababa, remote medical assistance to multinational companies operating in Ethiopia, and ground evacuation services throughout the country. The company is licensed by the Addis Ababa Health Bureau to provide emergency pre hospital medical services and certified first aid and health safety training. In 2015, Mr. Abebe formed a East Africa Emergency Services, LTD in the Seychelles with investors from the United States as a partner organization to increase the capacity of TEBITA.

1.3 Statement of the Problem

In today's fiercely competitive business landscape, companies must transition from product and selling-centric philosophies to customer-driven marketing strategies to thrive (Kotler, Kartajaya, and Setiawan, 2010). Success in the contemporary market requires companies to prioritize building relationships with customers over merely producing goods. This shift reflects the principle of "the Survival of the fittest," where companies must meet and exceed customer value expectations to remain viable (Kotler, 1999).

Effective marketing activities must center on understanding and fulfilling the diverse needs, wants, and preferences of customers (Kotler, Kartajaya, and Setiawan, 2010). It's not enough for companies to simply be different; true success lies in offering unique value propositions that resonate with customers' desires. To address marketing challenges and realities, positioning emerges as a key solution for retaining customers and fostering long-term relationships. By consistently delivering greater customer value and satisfaction compared to competitors,

companies can strengthen their market presence and seek out opportunities for sustainable competitive advantage.

Morgan and Hunt (1995) assert that trust plays a pivotal role in fostering relationship commitment, with brand trust serving as a precursor to brand loyalty. This connection is rooted in the establishment of trust-based exchange relationships, highly prized by consumers. Therefore, achieving customer loyalty hinges on cultivating brand trust, which, in turn, is nurtured through effective positioning strategies. Positioning, derived from understanding the customer perspective via tools like market research and perceptual maps, lays the foundation for building trust with consumers (Kotler, 1999).

Chaudhuri and Holbrook (2001) demonstrate the direct correlation between brand trust and both purchase and attitudinal loyalty. Numerous scholars underscore the significance of trust, particularly in uncertain conditions (Morgan and Hunt, 1995). Effective positioning not only aids in attracting new customers in the short term but also fosters enduring customer-brand relationships over time (Akpoymare, Adeosun, and Ganiyu, 2013).

Positioning, by definition, should exhibit credibility, relevance, differentiation, and facilitate organizational growth (Janiszewska and Insch, 2012). Semans (2010) suggests that a robust brand position must satisfy four key filters: relevance, differentiation, and effective delivery and communication. Similarly, Jennifer Rice of Fruitful Strategy outlines the "4D's Rule" for strong brand positioning, evaluating whether it is desirable, deliverable, distinctive, and durable over time. Consequently, researchers are encouraged to explore the impact of positioning on customer loyalty, considering parameters such as relevance (desirability), differentiation (distinctiveness), credibility (deliverability), communication, and durability (consistency) conceptually.

The motivation for this study arises from the somewhat competitive landscape within the private healthcare and EMS provider sector. With the continuous growth and influx of new service providers, consumers are presented with an array of choices, making it easy for them to switch between providers. Understanding this environment, it is evident that merely having a positioning strategy for your healthcare service or EMS brand is not enough. The critical question lies in whether your service is positioned effectively and efficiently within the customer's

value and perception framework. Failure to achieve this alignment could have detrimental effects on the organization's ability to achieve its goals (Semans, 2010).

The study aims to address a gap in understanding how well healthcare and EMS providers are positioned in a competitive market. With many options available, customers can easily switch providers, so it's not enough just to have a positioning strategy. The real challenge is ensuring that the service is aligned with what customers value and perceive as important. If this alignment isn't achieved, it could harm the organization's ability to meet its goals.

Hence, this study seeks to explore the extent to which positioning influences customer loyalty and examines the impact of effective and efficient positioning on customer loyalty within the context of TEBTA Ambulance.

1.4 Research Questions

In line with the statement of the problem the following research questions was raised to be answered.

1.4.1 Main Research Questions

What is the effect of brand positioning on the Customer Loyalty?

1.4.2. Sub Research Questions

1. To what extent does brand positioning relevance affects the customer loyalty?
2. Does the positioning differentiation affect the customer loyalty?
3. What is the effect of brand positioning delivery on customer loyalty?
4. To what extent is the brand positioning communication affect the customer loyalty?
5. Does positioning durability affect customer loyalty?

1.5. Objective of the Study

1.5.1. General Objective

As a major purpose the researcher had investigated the effect of brand positioning on customer loyalty at TEBETA Ambulance

1.5.2. Specific Objective

1. To determine the influence of the company's positioning relevance on customer loyalty.
2. To find out the effect of positioning differentiation of the brand on customer loyalty
3. To investigate the influence of the company's positioning delivery on customer loyalty.
4. To analyze the effect of brand positioning and communication on customer loyalty
5. To examine the impact of positioning durability on consumer loyalty

Research Hypothesis

The below hypothesis were developed to investigate the effect of positioning on customer loyalty.

H1: There is a positive and significant relationship between relevance and customer loyalty.

H2: There is a positive and significant relationship between differentiation and customer loyalty.

H3: There is a positive and significant relationship between delivery and customer loyalty.

H4: There is a positive and significant relationship between communication and customer loyalty.

H5: There is a positive and significant relationship between durability and customer loyalty.

Significance of the Study

The findings of this study will be invaluable to various stakeholders. The company will gain a clear understanding of the benefits of effective positioning. Managers will be able to understand and acknowledge their customers' perceptions and feelings about their product, thereby enhancing brand positioning and customer loyalty, leading to increased sales volume. Top-level managers will utilize the evidence presented to recognize the importance of positioning in their daily marketing endeavors, ensuring the maintenance of a sustainable company image. Additionally, this study will have a positive impact on employees' long-term commitment to their organizations, fostering competitive advantage and desirable performance outcomes. Moreover, for student researchers, it will offer valuable insights into research methodologies, while also serving as a resource for other researchers interested in conducting in-depth studies in similar areas..

Scope of the study

According to Janiszewska and Insch (2012), positioning in the future should be personally meaningful, unique compared to competitors, easily communicable, and achievable. Another perspective on evaluating positions, as suggested by Jennifer Rice of Fruitful Strategy, involves the "4D's Rule" for strong brand positioning: desirability by consumers, feasibility for the company, distinctiveness compared to competitors, and durability over time. Consequently, the researcher will investigate the impact of these five dimensions - relevance, differentiation, delivery, communication, and durability of positioning - on customer loyalty. The study will focus on exploring "The Effect of brand Positioning on Customer Loyalty" in the future. The study will focus on TEBETA Ambulance, with primary data collection conducted among individual customers of TEBETA Ambulance in the Addis Ababa city administration. The geographical scope or delimitation of the study includes the Addis Ababa city area. In this paper, a non-probability sampling approach will be employed, specifically deliberate, purposive, or judgmental sampling methods, to contact the target units (respondents) of the study.

Limitation of the study

There were different obstacles to complete this research; those are: Because of the researcher had to apply non-probability (deliberate or purposive or judgment) sampling approach the unit in the universe would not enjoy equal chance of getting included in the sample. As a result there are elements of bias in selection. Secondly the non-cooperative behaviors of the respondents in filling up the questionnaires at that Time might be major limitations.

Organization of the study

This study is organized into five chapters. The first chapter will address the background of the study, statement of the problem, research questions, research objectives, significance of the study, scope of the study, organization of the study, and definition of key terms. The second chapter will delve into relevant literature related to the topics and subtopics, including the theoretical framework. Additionally, the conceptual framework of the study will be presented. The third chapter will focus on research design and methodology. The fourth chapter will be

dedicated to data presentation, analysis, and other necessary information. Finally, the last chapter will conclude the research paper with a summary, conclusion, and recommendation.

Definition of terms

- Positioning: Designing the company's offerings and image to occupy a distinctive place in the target market's mind (Aaker, 1996).
- Loyalty: Commitment to continue doing business with a company over the long term, influenced by attitudes, beliefs, and desires; generated by satisfaction, trust, and involvement (BOBÂLCĂ, 2013).
- Durability: Consistency of promised uniqueness over time (Rice, 2004).
- Relevance: Personal meaning or importance to the target audience in their purchase decision-making (Lombard, 2007; Semans, 2010).
- Differentiation: What sets your brand apart from others in the market, influencing consumer choice (Semans, 2010).
- Delivery: Assurance that the company fulfills its differentiation promises consistently over time (Semans, 2010).
- Communication: Represents the brand's voice and facilitates relationship-building with customers (Lombard, 2007).
- Ambulance: An ambulance is a specially equipped vehicle that provides emergency medical care and transportation for individuals in need of urgent medical attention. Ambulances are staffed by trained emergency medical personnel, such as emergency medical technicians (EMTs) or paramedics, who are equipped to administer life-saving interventions and stabilize patients en route to medical facilities. (John Wiley & Sons, 2014)
- EMS: Emergency Medical service, refer to a system of coordinated medical response and care provided by trained professionals in emergency situations. This system encompasses a range of services, including pre-hospital care, ambulance transportation, and emergency medical treatment at healthcare facilities (John Wiley & Sons, 2014)

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1. Introduction

Positioning aims to establish a product in a specific place within the minds of potential buyers, recognizing that purchasing decisions are influenced by both rational and emotional factors. With an abundance of substitute products available, consumers are increasingly attuned to their preferences and tastes (Kotler, 2002). To secure consumer loyalty in this competitive landscape, businesses must leverage unique selling propositions to differentiate themselves from competitors (Levi, 2011). According to Kotler (1999), understanding and meeting customer needs better than competitors is key to success, necessitating the delivery of superior value.

Positioning serves as the optimal strategy for achieving this objective, involving the selection of specific attributes that consumers associate with a brand. These attributes encompass various factors such as product category, price, quality perception, origin, and customer service (Romaniuk, 2001; Aaker and Myers, 1987). By fulfilling consumer requirements and offering distinct benefits, positioning attributes contribute to the formation of brand image in consumers' minds (Romaniuk, 2001). This, in turn, fosters brand identification and loyalty among consumers.

Customer loyalty plays a pivotal role in the long-term success of any organization, as loyal customers serve as advocates and promoters of the organization's offerings. They contribute to positive word-of-mouth marketing, business referrals, references, and participation in advisory boards. Raman (1999) emphasizes that loyal customers act as a powerful marketing force, providing recommendations and spreading positive word-of-mouth, which are invaluable forms of advertising. Bowen and Shoemaker (1998) discovered that loyal customers tend to make higher purchases compared to non-loyal customers.

Trustworthiness is a fundamental factor in establishing customer loyalty, as individuals are unlikely to engage in long-term relationships with partners they cannot trust. Morgan and Hunt (1995) assert that trust is a significant determinant of relationship commitment, leading to brand loyalty as it fosters valued exchange relationships. Additionally, Chauduri and Holbrook (2001) demonstrate a direct relationship between brand trust and both purchase and attitudinal loyalty. Trust plays a crucial role in mitigating uncertainty stemming from dependence or a wide array of choices, prompting individuals to gravitate towards familiar or popular brands and partners.

2.1.2. Concept of Brand Positioning

The concept of brand positioning has been referred to by various terms such as Position, Market Positioning, Product Positioning, and brand positioning. Different authors have provided definitions from diverse perspectives, highlighting the multifaceted role, function, and importance of the concept. Blankson & Kalafatis (1999) acknowledge the existence of various terminologies associated with positioning, stating that they are "several sides of the same coin" and complement each other.

Positioning has been described as a core marketing strategy and a detail of the marketing mix, as well as the customer perception, value proposition, or value creator. It is also seen as a means to build and improve customer relationships, gain competitive advantage, invent brand image, and serve as a communication or promotional tool. Below are some of the definitions

- **Brand Positioning as Customer Perception:** Product positioning entails consumers' perceptions of a product's attributes, uses, quality, and advantages and disadvantages relative to competing brands (Kurtz, 2008). According to Kotler (1999), a product's position encompasses the complex set of perceptions, impressions, and feelings that consumers hold for the product in comparison to competing products. Therefore, perception is the process of creating meaning, wherein the brain identifies input patterns and recognizes certain elements as intertwined. Understanding perceptions is crucial when attempting to comprehend the formation of an image (Heding, Knudtzen, & Bjerre, 2009).

- **Positioning as Value Proposition or Creator:** Positioning forms an integral part of brand identity and value proposition, actively communicated to the target audience (Semans, 2010). Competitive positioning, as noted by Dickens (2013), revolves around defining how a product or service will differentiate itself and create value for the market. Kotler & Armstrong (2011) describe the complete positioning of a brand as its value proposition, encompassing the full range of benefits on which the brand is differentiated and positioned.
- **Brand Positioning as Marketing Strategy & Marketing Mix:** Positioning is a cornerstone of marketing strategy conceptually, practically, and strategically (Blankson & Kalafatis, 1999). It entails developing a marketing strategy aimed at achieving a desired position in the minds of prospective buyers (Kurtz, 2008). A positioning strategy involves a series of related decisions and activities and serves as a key outcome of the strategy development phase in strategic marketing planning (Akpoyomare, Adeosun, and Ganiyu, 2013). Dickens (2013) emphasizes that positioning is the primary element addressed in strategic marketing, with all subsequent efforts aligned accordingly. According to Kotler & Armstrong (2011), designing the marketing mix—product, price, place, and promotion—involves operationalizing the tactical details of the positioning strategy. All marketing mix efforts must support the positioning strategy. Morrison & Anderson (2002) define positioning as the development of a service and marketing mix to occupy a specific place in the minds of customers within target markets. This perspective is echoed by SmallBizU (2002), which identifies positioning as the 5th P Marketing in the Marketing Mix. In summary, positioning is increasingly recognized as a foundational element of marketing, product, and business strategy (Akpoyomare, Adeosun, and Ganiyu, 2013). At the product level, it informs the desired positioning strategy for a target segment, guiding product concept and design. At the marketing strategy level, positioning by segment serves as the foundation for the entire marketing mix program. Finally, at the business unit level, the selected positioning strategy provides the basis for overall strategy formulation and resource allocation across functional and strategic business units.
- **Positioning as Communication or Promotional Tool:** Marketers utilize positioning strategies to differentiate their firm's offerings from competitors and develop promotions

that convey the desired position (Kurtz, 2008). According to Levi (2011), brand positioning falls within the purview of the marketing team or individuals tasked with driving marketing and promotional activities

- **Brand Positioning as a Builder of Customer Relationships:** Positioning serves as the foundation for enterprises to construct their brands and foster customer relationships (Rodrigues, Menegazzo, & Chaves, 2014). Semans (2010) further emphasizes this role, stating that positioning is the initial step in achieving clarity throughout the marketing function, thereby enhancing customer relationships.\
- **Positioning as a Builder of Customer Relationships:** Positioning serves as the foundation for enterprises to construct their brands and foster customer relationships (Rodrigues, Menegazzo, & Chaves, 2014). Semans (2010) further emphasizes this role, stating that positioning is the initial step in achieving clarity throughout the marketing function, thereby enhancing customer relationships.l

2.1.3. Characteristics of positioning

According to Baker (2003), there are several characteristics of an effective brand positioning strategy. Firstly, it should ideally revolve around one or a few functional attributes, as including too many attributes makes it challenging for customers to remember them. Secondly, it's crucial to understand that positioning is not merely what is done to a brand, but rather what results in the customer's mind. Therefore, there should be a balanced approach, assessing how customers perceive the brand and adjusting it accordingly.

Thirdly, the brand positioning should prioritize functional benefits that are valued by customers, rather than those favored by managers. It's important to involve customers in the development process rather than solely focusing on features that showcase the organization's competencies. Mark's recommendation (2005) suggests that during the process of crafting product positioning strategies, each strategy should be periodically reviewed against a set of characteristics. And they are as follows:-

- Single-minded—does it convey one primary message at a time?
- Meaningful—will it connect with the target audience?

- Differentiating—does it contrast your strengths against the competition?
- Important—is it pertinent and significant to the target audience?
- Sustainable—will it resonate with the target audience well into the future?
- Believable—will it ring true with the target audience?
- Credible—can you clearly substantiate your claims?

2.1.4. Types of Positioning

According to Mark (2005), there are seven established product positioning strategies. Product Class Positioning: The success or failure of a positioning strategy relies on the marketer's ability to persuade customers that their product belongs to a specific category (Solomon, 1996). Brands closely associated with a category have a significant advantage. Service providers must clearly define the service category for effective positioning. When a brand closely resembles others in its product class (e.g., coffee, laundry detergents, beer, soft drinks), extensive advertising is necessary to differentiate it. Conversely, when a product differs greatly from its competitors, advertising can highlight these differences to customers (Kotler, 2006). Sengupta (1990) defines product class positioning as the set of products and brands perceived as substitutes to fulfill specific consumer needs. The terms product class, product category, and product market are interchangeable.

Product Attribute Positioning: Highlighting a specific attribute of your product can be highly effective, such as luxury or economy (Batra, Myers & Aaker, 1996). This positioning strategy is often used to associate an object with a product characteristic or customer benefit. Sengupta (1990) adds that positioning by product attributes involves aligning the product's functional capabilities with the needs of the target market. Once the positioning is chosen, the marketer must adjust the functional features of the product to align more closely with the promised position.

Positioning by product characteristics is a form of benefit-related positioning, and a well-made product typically offers multiple benefits. However, promising multiple benefits can result in a vague and confused impression in the customer's mind (Mulei, 2005). Successful consumer products usually focus on one or two benefits, around which brand franchises are built (Russell,

Beach & Buskirk, 1988). Consumers who share similar characteristics tend to be attracted to the same benefits, enabling product market differentiation.

According to Wind (1982), positioning a product based on its performance on specific attributes is a common approach. Positioning that emphasizes product benefits is generally more effective than simply describing features without their consumer benefits (Sengupta, 1990). Consumers prioritize benefits over features, with features becoming important only when they lead to the desired benefit.

Functional Positions: This type of positioning primarily emphasizes the functional and distinguishing brand features of a rational nature. These features include problem-solving capabilities, providing benefits to customers, and creating a favorable perception among investors and lenders regarding the stock profile.

Symbolic Positions: This positioning strategy primarily targets the emotions of the intended audience. It focuses on enhancing the brand's image, identity, affinity, emotional fulfillment, ego identification, sense of belonging, social acceptance, and overall life satisfaction of the target group. Through these emotional connections, the brand provides support to its audience.

Experiential Positions: This type of positioning is based on the experiences accumulated by the target group through interactions with the brand. These interactions can be sensory, appealing to the senses, or cognitive, satisfying the need for knowledge and development. The feelings and satisfaction levels derived from these interactions largely shape the brand's image. Experiencing a brand firsthand is a valuable means of shaping the attitudes of the target group.

Price Positioning: When quality is appropriately priced, products tend to sell themselves (Sengupta, 1990). Customers perceive products and services within a category at various price levels and quality standards, selecting the most suitable level for their specific needs. Different expectations of quality based on social mobility levels offer opportunities for price-quality satisfaction and positioning. For example, amidst the purchase of Levi's or Calvin Klein jeans, there exist numerous other jeans at varying price points, providing wearers with a sense of being trendy (Batra, Myers & Aaker, 1996). However, it can be challenging to maintain an image of low price while communicating quality.

Competitor Positioning: Ries and Trout (1986) emphasize the importance of competitor-oriented positioning for success in the market. Companies should identify weak points in competitors' positions and launch marketing attacks against them. Four positioning strategies by competitors are outlined, starting with defensive warfare where the market leader introduces products that render competitors' offerings obsolete. An example is Gillette introducing Trace II as the world's first double-bladed razor, increasing its market share to 65%. Flanking warfare involves attacking the leader by occupying a segment or category they have neglected, as seen when Apple entered the personal computer market earlier neglected by IBM.

The third competitive positioning strategy involves offensive warfare, typically employed by the second or third player in the market. This strategy entails identifying a weakness in the market leader's strength or attributes and launching an attack at that point, aiming to exploit the narrowest front possible. Additionally, guerrilla warfare, as outlined by Ries and Trout (1986), is a strategy suitable for smaller companies. It involves seizing vacant positions in the market to attract the attention of the market leader. For example, Rolls Royce operates as a high-priced guerrilla in the automobile business, dominating the market for cars priced over US\$ 100,000.00, an exclusive segment where competition is limited due to its small size

2.1.5. Benefits of Positioning

Product positioning is a critical aspect of the purchasing process and should never be left to chance. It presents an opportunity to shape the market's perception of your products. Neglecting proactive product positioning is unlikely to yield favorable outcomes. Customers may form their own perceptions of your product, often influenced by information from competitors, which may not portray your product in a positive light (Mark, 2005). Moreover, effective positioning among firms in the same strategic group reduces direct competition and offers customers more choices in the market, as supported by Li and Green (2010).

Customer loyalty is a direct result of successful marketing strategies in competitive markets, creating value for consumers. People typically gravitate toward familiar or popular brands or partners. Randall (2001) outlines three key reasons why customer loyalty is crucial: higher sales volume, premium pricing, and retention over seeking new customers. Maintaining customer

loyalty can significantly improve business outcomes, leading to consistent and increased sales over time.

Effective positioning guides marketing strategy by defining the essence of the brand, its goals, and its unique value proposition (Kotler & Armstrong, 2001). Positioning serves as a vital source of competitive advantage, supporting a company's efforts to differentiate its products or services (Aaker, 1996). A comprehensive positioning strategy, encompassing various elements such as product, distribution, pricing, advertising, and sales promotion, clarifies how and why a product, product line, or brand should be positioned in a target market segment. This strategic targeting and positioning are essential components of market-driven strategies, critical for achieving and sustaining superior performance (Kotler, 2002).

Market positioning establishes the competitive stance for a product and shapes a comprehensive marketing mix. The result of effective positioning is the development of a customer-oriented value proposition (Kotler & Keller, 2009). Brand or product positioning serves to distinguish it from competitors based on key attributes important to the target market's customers, fostering a unique identity in their minds (Ansari, 1994). This differentiation creates a distinct perception among buyers within the target market segment (Cravens & Piercy, 2009).

An effective positioning strategy guides marketing efforts by elucidating the brand's essence, its consumer-centric goals, and its distinctive approach to fulfilling consumer needs (Kotler & Keller, 2009). Positioning acts as a significant source of competitive advantage, bolstering a company's competitive positioning (Cronshaw, Dubbin, and Davis, 1990).

A comprehensive positioning strategy, encompassing elements such as product, distribution, pricing, advertising, sales promotion, sales force, direct marketing, and internet strategies, outlines how and why the product mix, product line, or brand should be positioned within the target market segment. Effective targeting and positioning of a firm's products are core aspects of a market-driven strategy and are crucial for achieving and maintaining superior performance (Cravens & Piercy, 2009).

2.1.6. Positioning Issues/ Key Points to Remember while Positioning

There are so many factors that a marketer needs to consider for positioning a product or brand. The key issues or points to be remembered while positioning are briefly mentioned as follows-

- The strategic position should resonate with customers, differentiate the firm from its competitors, and be reflective and supported by the culture, strategy, and capabilities of the business (Aaker & McLoughlin, 2007).
- When positioning, firms should formulate a positioning concept for a specific brand only, rather than for all competing brands, consisting of product category/class, and should adhere to that positioning concept throughout the brand/product lifecycle (Cravens & Piercy, 2009).
- Corporate/brand names should not be narrow; they should reflect the vision of the firm and avoid being identical to established firm names. Additionally, the use of initials as names is considered meaningless and not recommended (Trout & Ries, 1972).
- Unnecessary line extensions can lead to confusion and a decline in market share (Trout & Ries, 1972). However, Aaker & McLoughlin (2007) suggest that a broad product offering indicates substance, acceptance, leadership, and often the convenience of one-stop shopping.
- Products should be positioned in a specific market segment rather than attempting to appeal to the entire market, as products positioned for broad appeal often struggle to establish a presence in the marketplace (Trout & Ries, 1972). Treacy & Wiersema (1993) support this idea, noting that industry leaders typically focus on narrow market segments.
- Management should remember what made the brand successful and avoid creating confusion for customers/prospects (Trout & Ries, 1972). Introducing multiple concepts may confuse buyers and weaken the effectiveness of positioning actions (Cravens & Piercy, 2009).
- When managing a new brand, it's not advisable to compete directly against a product leader. Instead, focusing on a niche market or identifying a position where strong competitors have weaknesses is recommended (Trout & Ries, 1972). Aaker & McLoughlin (2007) also suggest that successful positioning can be achieved with a

narrow product focus. Hamel & Prahalad (1989) point out that one way to foster competitive innovation is to identify areas where competitors are vulnerable.

- Positioning should be adaptable to changes in the environment, and management should be proactive in seizing opportunities by employing flexible strategies appropriate for the company (Trout & Ries, 1972). While Trout & Ries (1972) argue that it's challenging for a company operating in one product category to establish a position in another, other perspectives suggest that existing competitive advantages can be leveraged for sustainability (Ghemawat, 1986), and competencies can be enhanced through application and sharing (Hamel & Prahalad, 1990).
- The key to a firm's success in a product category lies not just in product innovation or marketing skill but in establishing a position before competitors seize the opportunity (Trout & Ries, 1972; Cravens & Piercy, 2009). However, Aaker & McLoughlin (2007) argue that creating perceptions is easier if a firm's offering is based on product or service innovation.

2.1.7. How to Determine if you're Brand Position is Strong

Organizations typically have multiple positions available to them, but a strong brand position must pass through four filters (Semans, 2010). Effective brand positioning relies on identifying and communicating a brand's uniqueness, differentiation, and verifiable value. It's crucial to avoid "me too" brand positioning, which contradicts differentiation unless the business offers its solutions at a significant discount compared to competitors (Dickens, 2013). Effective positioning reduces direct competition by avoiding the commodity trap of competing solely on price and provides potential customers with choices in the market (Akpyomare, 2013).

Akpyomare emphasizes that effective positioning should focus on meeting the bundle of current and expected benefits sought by the target segment, serving as the basis for product differentiation from competitors. Additionally, Lhotáková & Klosová (2009) emphasize that effective brand positioning should resonate with customers, differentiate the brand from competitors, and represent the organization's capabilities over time.

Jennifer Rice of Fruitful Strategy recommends the "4D's Rule" for strong brand positioning: Is it desirable by consumers? Is it deliverable by the company? Is it distinctive from the competition? And is it durable over time? Each of these determinants plays a crucial role in evaluating brand positioning strategies and should be carefully considered in discussions (Semans, 2010; Rice).

Relevance

Relevance measures whether the positioning value proposition is favorable or desirable to prospective customers. Semans (2010) raises two critical questions regarding relevance in positioning: "Does the target audience care about your differentiation, and is it important in their purchase decision-making?" Developing an effective benefit-centered positioning strategy involves understanding the benefits sought by consumers, their relative importance, and how consumers perceive the firm and its product in relation to competitors based on these benefits (Akpoyomare, 2013).

Regarding the value proposed to the customer, Levi (2011) argues that value should always take precedence over features and functionality. Businesses often sell features, while buyers purchase based on value. Focusing brand messaging on value distinguishes a business from its competition and enhances its ability to close sales opportunities. Li & Green emphasize that value leads consumers to become loyal customers.

Differentiation

Differentiation, according to Semans (2010), poses two questions: "Does the target market truly believe you are superior to your competitors, and can your competitors make the same claim?" In today's crowded marketplace, differentiation is imperative for a company's success and survival (Levi, 2011). Effective positioning should focus on meeting the current and expected benefits sought by the target segment, providing a basis for product differentiation (Akpoyomare, 2013). A difference is worth establishing if it is important, distinctive, superior, communicable, pre-emptive, affordable, and profitable (Takamoto & Akihiro, 2003).

Delivery

Delivery in positioning addresses whether the company can actually fulfill the promised differentiation and sustain it over time. Semans (2010) outlines two critical questions related to delivery: Can you deliver on the differentiation, and is this promise sustainable in the long term? According to Kotler & Armstrong (2011), positioning requires concrete action, not just rhetoric.

Implementing a positioning strategy involves ensuring that all aspects of the marketing mix align with the chosen position. While devising a positioning strategy might be relatively straightforward, executing it can be challenging. It's crucial for all marketing efforts to support the chosen positioning strategy. For example, if a company aims to position itself based on offering better quality and service, it must actually deliver on these promises.

A firm adopting a more-for-more positioning strategy, for instance, understands that it must deliver high-quality products, charge premium prices, partner with reputable distributors, and advertise through high-quality channels. It also entails investing in hiring and training staff for exceptional service, partnering with retailers known for excellent service, and crafting marketing messages that emphasize superior service. This consistent and credible execution is essential for establishing and maintaining a more-for-more position in the market.

Communication

I have no doubt that all marketers are capable of conveying their brand's positions, but the challenge lies in the resources required to communicate this effectively to the target market. For instance, if your position is highly technical, you'll need to invest in educating the market about it, or if you intend to change consumer behavior, significant resources will be necessary to achieve this position (Semans, 2010).

Once a position is chosen, the company must take decisive actions to both deliver and communicate this position to its target consumers (Kotler & Armstrong, 2011). Particularly, in the case of a highly technical position, educating the market becomes crucial, and if the goal is to induce consumer behavior change, ample resources must be allocated (Semans, 2010).

Semans also suggests that a clearly defined and communicated brand position, both internally within the organization and externally to the market, leads to a more focused, effective, and efficient marketing program, resulting in a better return on marketing investment.

According to Levi (2011), many businesses primarily focus their staff and financial resources on developing and refining their products and services. While critical, these efforts are futile if the value of these offerings is not effectively communicated and appreciated.

Levi further notes that a significant number of businesses fail within the first five years not due to poor products or execution, but rather due to inadequate communication of value. Assuming that the target buyer inherently understands the value of a product or service can be a costly mistake. Clear communication is essential to ensure that the benefits are understood and appreciated by the buyer.

Semans (2010) also presents another perspective on evaluating positions, as suggested by Jennifer Rice of Fruitful Strategy, who recommends the "4D's Rule" as a guideline for strong brand positioning.

Is it desirable by consumers?

This inquiry prompts any business to explore whether the intended positioning is desirable to the consumer or not. According to Akpoyomare (2013), companies must acknowledge the benefits that customers seek and which are not offered by competitors but are desired by the target market. Janiszewska (2012) also emphasized the essence of positioning, which involves assuming a desired position in the audience's awareness by owning a specific set of associations in the context of competition. Even BOBÂLCĂ (2013) acknowledges a favorable set of beliefs associated with brand purchase. Thus, a product must be identified in the best way by the customers; otherwise, it will lose credibility and will not be remembered sufficiently (Akpoyomare O. B., Adeosun, L. P. and Ganiyu, R. A. 2013). This principle of strong brand positioning aligns with the concept described above as the "Relevance" variable, serving as a filter for effective positioning strategies.

Is it deliverable by the company?

Can you actually deliver on the differentiation? Is this a promise you will be able to keep over time? There is a story of a bank that decided to position itself as the fastest, the bank where you could get your business done the quickest. It seemed like a good idea: after all, consumers wanted a fast bank, and none of their competitors were making the claim that they were the fastest. However, after looking at the financial analysis of what it would take in terms of additional staff, additional branches, and additional ATMs, it became clear that there was no way to be the “fast bank” and still stay in business. The position was not deliverable. This question ensures whether the articulated benefit is actually delivered by the company or not. Based on Kotler & Armstrong (2011), solid positions cannot be built on empty promises. If a company positions its product as offering the best quality and service, it must actually differentiate the product so that it delivers the promised quality and service. Companies must do much more than simply shout out their positions with slogans and taglines. They must first live the slogan. But marketing promises count for little if they are not backed by the reality of the customer experience. This principle of a strong brand position has the same meaning as the above variable described as a filter of effective positioning, namely “Delivery.”

Is it distinctive by the competition?

Does the target market genuinely perceive you as superior to your competitors? Can your competitors make the same claim? One common method used to evaluate positioning statements is to substitute your competitor’s brand name for yours. If the statement remains true, then it is not a strong position. For instance, a university claimed its differentiation was that they were “the only place where students can use their gifts.” Since this would also apply to most institutes of higher education, it is not a strong positioning statement. This question also inquires whether the claim asserted by the company is unique or different from others in the industry or from competitors in the market. This principle of strong positioning aligns with the above variable described as a filter of effective positioning, namely “Differentiation.”

Is it durable over time?

The ultimate inquiry within the 4D principle of robust positioning evaluates the longevity of the positioning, ensuring it remains desirable to customers, achievable by the company, and

distinguishable from competitors over time. This aspect constitutes a crucial aspect of the delivery criterion among the four filters of effective positioning discussed earlier, scrutinizing the company's ability to maintain its commitment over an extended period. Janiszewska (2012) further delineates three essential attributes of effective positioning, highlighting the consensus among experts that positioning should be credible, resonant with the audience, differentiated from competitors, and supportive of organizational growth. Amid these considerations, let's delve deeper into the concept of credibility, as the others are already well-understood and closely aligned with the aforementioned concepts

2.2. Empirical Review

Semans (2010), through Polaris Marketing Research, Inc., underscores the significant impact of brand positioning. While acknowledging its challenges, Semans highlights the evident benefits: enhanced customer satisfaction and loyalty, reduced sales costs, improved operational efficiency, and strengthened competitive resilience. It is essential to recognize that brand positioning should align closely with fundamental corporate marketing strategies. Additionally, Stanley (2010) explores the effectiveness of positioning strategies on consumer loyalty, emphasizing that positioning linked to product benefits tends to be more impactful than merely describing product features. Similarly, Hartmann, Apaolaza, and Sainz (2002) investigate the relationship between brand positioning and customer loyalty in the context of the energy utility Iberdrola. Their study reveals a significant correlation between positioning dimensions and loyalty rates, underscoring the pivotal role of effective positioning in managing customer loyalty. Janiszewska and Insch (2012) further elaborate on the attributes of effective positioning, advocating for credibility, relevance to the audience, differentiation from competitors, and facilitation of organizational growth. Furthermore, Jennifer Rice of Fruitful Strategy suggests the "4D's Rule" of strong brand positioning, emphasizing desirability by consumers, deliverability by the company, distinctiveness from the competition, and durability over time.

A study conducted by Tirsit (2015), titled "The Impact of Positioning on Customer Loyalty: A Case Study of Anbessa Shoe Share Company," examined the significance of relevance, differentiation, delivery, and communication as parameters. The findings revealed that the relevance of positioning had a greater impact on customer loyalty compared to positioning

communication. Moreover, positioning communication was found to have a more substantial effect than positioning differentiation in explaining the variability of overall customer loyalty. In terms of importance, relevance emerged as the primary factor, followed by communication, with differentiation having the least impact on overall customer loyalty. Conversely, the effect of delivery on the variability of overall customer loyalty was deemed negligible. Similarly, the researcher explored the influence of positioning on customer loyalty in the context of Habesha Beer Share Company, considering relevance, differentiation, delivery, communication, and durability as parameters.

2.2.1. Relevance and Customer Loyalty

Semans (2010) and Rice (2004) are among the scholars who have highlighted the importance of relevance as a dimension of positioning. Semans (2010) defines relevance as the significance of a product to the target audience and whether they care about its differentiation in their purchase decision-making process. It involves assessing whether the positioning value proposition is favorable or desirable to prospective customers. Essentially, relevance in positioning raises two fundamental questions: Does the target audience value the differentiation offered, and does it influence their purchasing decisions? This criterion is considered one of the four filters that strong and effective positioning strategies are expected to satisfy.

In the research conducted by Tirsit (2015) on the impact of positioning on customer loyalty, focusing on Anbessa Shoe S.C., customer loyalty is observed to arise when a product holds significance or personal relevance to its target audience. Among the four filters that strong positioning strategies are expected to satisfy, relevance emerges as the primary factor influencing customer loyalty. Consequently, the first hypothesis proposed in this study is:

H1: There exists a positive and significant relationship between relevance and customer loyalty.

2.2.2. Differentiation and Customer Loyalty

Differentiation refers to what sets your brand, product, or market apart from others within its reference frame, and it is the factor that influences consumers to choose your brand (Semans, 2010).

According to Rice (2004), differentiation, or being distinctive in comparison to competitors, is one of the elements used to assess proper or effective positioning. In a study examining the impact of positioning on customer loyalty by Tirsit (2015), while differentiation ranks last in terms of its effect on overall customer loyalty, there exists a significant positive relationship between differentiation and customer loyalty. Consequently, the following hypothesis was formulated:

H2: There exists a positive and significant relationship between differentiation and customer loyalty.

2.2.3. Delivery and Customer Loyalty

Delivery ensures whether the company fulfills its differentiation promise over time (Semans, 2010). According to Kotler & Armstrong (2011), solid positions rely on tangible actions, not just empty assurances. If a company claims to offer the best quality and service, it must genuinely differentiate its product to deliver on this promise. Mere slogans and taglines are insufficient; the company must embody its positioning in reality to earn customer trust.

In a study titled "The Effect of Brand Positioning on Customer Loyalty" by Hartmann, Apaolaza & Sainz (2002), the analysis underscores the significant relationship between positioning dimensions and various loyalty rates, emphasizing the critical role of proper positioning in managing customer loyalty. Janiszewska & Insch (2012) further assert that positioning should be credible, significant to the audience, different from competitors, and conducive to organizational growth. Therefore, the following hypothesis is proposed:

H3: There exists a positive and significant relationship between delivery and customer loyalty.

2.2.4. Communication and Customer loyalty

Communication serves as the voice of the brand, enabling dialogue and relationship-building with customers (Lombard, 2007). Once companies establish relevance, differentiation, and credibility in their positioning, it becomes imperative to communicate this position effectively to capture customers' attention (Kotler & Armstrong, 2011). Levi (2011) underscores the critical

role of communication in business success, advocating for a Five-Phase Message Development Process.

However, simply crafting powerful messages articulating product value is not sufficient. Levi (2011) emphasizes that strong, differentiating, and value-based messaging is essential for business success, akin to the viability of the products and services offered. Failure to implement effective brand positioning can hinder business performance. Therefore, the positioning framework highlights the importance of effective communication in achieving business success.

Based on this literature, the fourth hypothesis of this study is proposed:

H4: There exists a positive and significant relationship between communication and customer loyalty.

2.2.5. Durability and Customer Loyalty

Durability pertains to the consistency of promised uniqueness over time (Rice, 2004). In the 4D rule of strong positioning, durability examines whether the desired positioning remains consistent over time, encompassing the brand's enduring personality and values (Janiszewska and Insch, 2012).

Rice (2004), in the "Fruitful Strategy," identifies durability as one of the dimensions of the "4D's Rule" of strong brand positioning, suggesting its significance in evaluating positions. Hence, the following hypothesis is formulated:

H5: There exists a positive and significant relationship between durability and customer loyalty.

2.3. Conceptual Framework

The researcher had constructed a conceptual framework based on the concept of positioning, integrating the key determinants of strong brand positioning: Relevance, Differentiation, Credibility, and Communication (Semans, 2010). Semans (2010) highlights these four filters through which a strong brand position can be evaluated. Additionally, Semans (2010) introduces another perspective on evaluating positions, proposed by Jennifer Rice of Fruitful Strategy,

known as the "4D's Rule" of strong brand positioning. These dimensions include desirability by consumers, deliverability by the company, distinctiveness from competitors, and durability over time. Consequently, the conceptual framework is developed incorporating parameters such as Relevance, Differentiation, Credibility, Communication, and Durability.

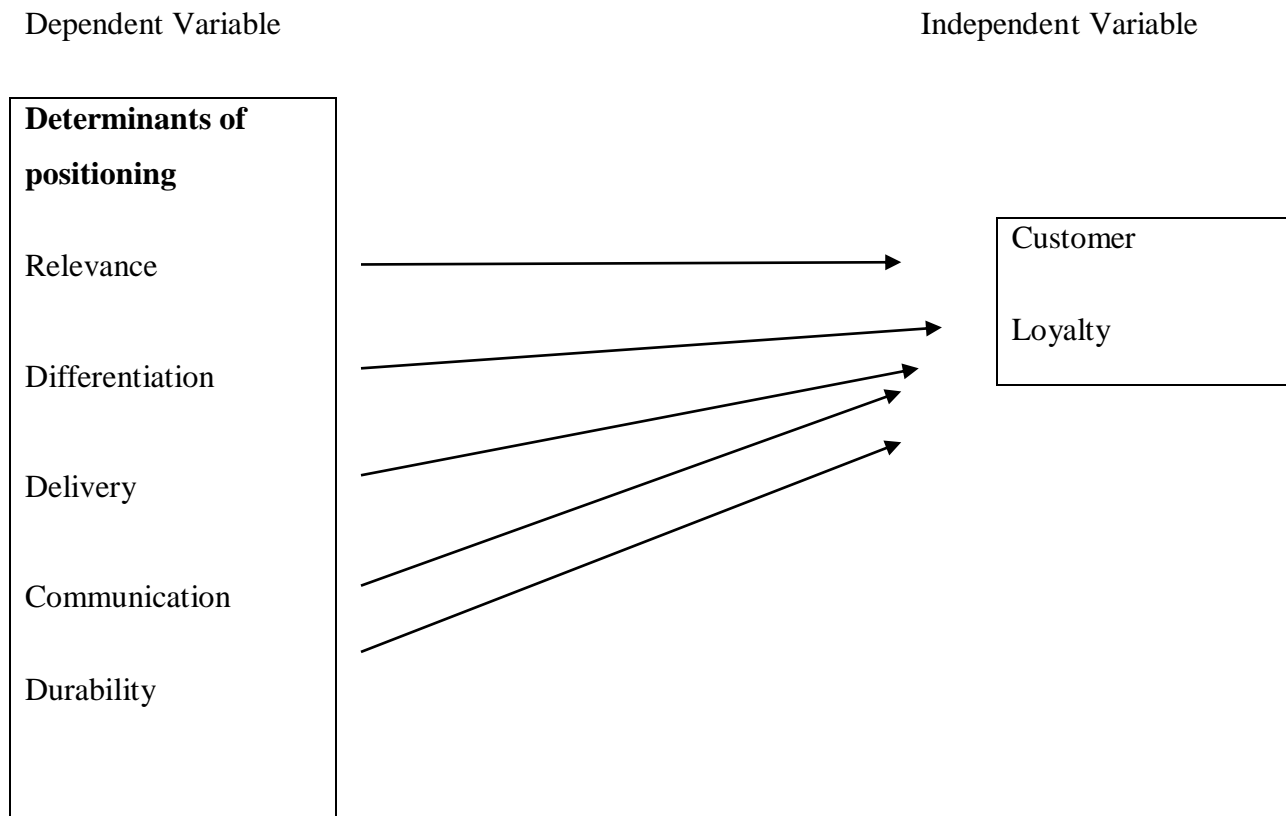


Figure 1: Conceptual Framework

Source: Adopted from Filters of strong positioning (Semans, 2010); Fruitful Strategy (Jennifer Rice, 2004); Objective of positioning (mark, 2005)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Approach

Based on what a researcher is aimed to accomplish, had been divided into three categories: exploring a new topic, describing social phenomena, or explaining why something occurs. Studies may have multiple purposes, such as both exploration and description, but typically one purpose will dominate.

In the exploratory or formative approach, the researcher had explored a new topic or issue in order to gain understanding. If the issue is new or there is limited existing research on it, the researcher will start from the beginning. This is referred to as explanatory research. In this type of research, the goal of the researcher will be to formulate more precise questions that future researchers can address. An exploratory research may serve as the initial stage in a sequence of studies. The goals of exploratory research include becoming familiar with basic facts, settings, and concerns, developing a well-grounded understanding of the situation, and establishing techniques and a sense of direction for future research

In the descriptive approach, the researcher would present a detailed picture of specific aspects of a situation or social setting. They will seek to answer questions such as who, what, when, where, and how. Descriptive studies will provide researchers with a profile of relevant aspects of the phenomena of interest and establish a set of categories.

In the explanatory approach, researchers aimed to understand why something occurs, aiming to explain the purpose of the research. Building on explanatory or descriptive research, this approach identifies the reasons behind occurrences and looks for causes. It goes beyond simply reporting data to determining the best explanations, assessing the accuracy of theories, and testing predictions or principles. An example of research conducted in this approach is the study by Hartmann, Apaolaza, & Sainz (2002), titled "The effect of brand positioning on customer loyalty," which investigated why customers of Habesha beer are loyal or not. This study belongs

to the explanatory type of research as it seeks to understand the underlying reasons behind customer loyalty.

3.2. Research Design

Research design encompasses the plan and procedures for conducting research, guiding decisions from broad assumptions to detailed methods of data collection. It is typically categorized into three types: qualitative, quantitative, and mixed methods (Creswell, 2009).

Qualitative research involves exploring and understanding the meanings individuals or groups attribute to social or human problems. Researchers engaging in qualitative inquiry emphasize individual perspectives, focusing on the importance of capturing the complexity of a situation (Creswell, 2009).

Quantitative research, on the other hand, is used to test objective theories by examining relationships among variables. Variables are typically measured using instruments, allowing data to be analyzed using statistical procedures (Creswell, 2009).

Mixed research methods integrate qualitative and quantitative approaches, combining their philosophical assumptions and methodologies. This approach goes beyond simply collecting and analyzing both types of data; it involves using both approaches together to enhance the overall strength of the study (Creswell, 2009).

For example, Tirsit's research on "The effect of positioning on customer loyalty" (2015) employs a quantitative research method. The data collected in this study were measured using statistical procedures, placing it within the quantitative research category.

3.3. Population of the Study

Population is defined as the complete set of units of analysis that are under investigation (Veal, 2005). Zikmund, (2003) defines population as the total group to be studied. Therefore the target population of this study was customers of TEBETA Ambulance in Addis Ababa city administration.

3.4. Sampling Procedure

Sampling entails selecting a subset of the total units of interest to draw overarching conclusions about the entire population (Kothari, 2004). Numerous decisions are involved in sample organization, including identifying the target population, selecting the sampling technique, and determining the sample size, So as to simplify this study.

3.4.1. Sample Size

The population size of this research is unknown, so unknown population sample formula is used to determine the sample size (Kothari, 2004). In using the formula 95% confidence level, 0.5 standard deviation and confidence interval of +/- 5% is used. From the standard table Z score of 95%confidence level Is 1.96. The Formula is as follows

$$\text{Sample size} = (Z\text{-score})^2 * \text{Std.dev} * (1\text{-Std Dev.}) / (\text{confidence interval})^2$$

Substituting the above data in the formula

$$\text{Sample Size} = ((1.96)^2 * 0.5 * (0.5)) / (0.05)^2$$

$$\text{Sample size} = 384.16 \cong 384$$

3.4.2. Sampling Technique

According to the literature, two primary sampling methods were identified: probability and non probability sampling (Zikmund, 2003). The study employed a non-probability sampling approach, specifically deliberate, purposive, or judgment sampling, to reach out to the target units (respondents).

3.5. Data Gathering Instrument

The study had been conducted based on both primary and secondary data. Primary data required for the research had informaton gathered through questionnaires. According to Kothari (2004), a questionnaire is used when researchers need information on consumer feelings and attitudes. Tull & Hawkins (1993) also indicate that a survey can provide data on attitudes, feelings, beliefs, and descriptive items. The questionnaire was designed based on the conceptual framework, ensuring

that each question is analyzed from different aspects of customer loyalty. It will be structured to be clear, brief, and understandable to the respondents, covering relevant aspects of the model used. Following Fisher's recommendation (2007), the questionnaire will be kept as short as possible and given a logical and sequential structure so that respondents can easily understand its purpose. To accommodate the target audience, who are Ethiopian and some foreign citizens, the questionnaire had been designed using English language.

3.6. Data Analysis and Technique

In this study, IBM SPSS software had been used to conduct bivariate correlation and linear multiple regression procedures to address the basic research questions. This method will be employed to analyze the responses of respondents for each question. The answers obtained from the questionnaires will be transferred to an Excel sheet for classification and analysis. Subsequently, a report will be generated based on the questionnaire, facilitating comparison of the respondents' answers. This approach will enable the identification of respondent trends, followed by a detailed analysis of each answer. All analyses will be performed using the SPSS 20 Windows version (Statistics Package for Social Science). Descriptive analysis, including mean and standard deviation, will also be utilized to analyze the general profile of respondents and so on.

Secondary data had been collected solely for theoretical and conceptual framework purposes from various sources, such as previously studied research related to the research topic. It has the primarily be gathered from online sources such as journals, articles, websites, academic books, and the internet.

Reliability

In this research endeavor, the utilization of IBM SPSS software had played a crucial role in facilitating the analysis of data through bi-variate correlation and linear multiple regression techniques. These statistical methods are chosen specifically to address the fundamental research inquiries posed in the study. By employing IBM SPSS, the aim is to meticulously examine the responses provided by the participants to each questionnaire item

| Variables | Cronbach's Alpha |
|------------------|-------------------------|
| Relevance | .656 |
| Differentiation | .670 |
| Delivery | .570 |
| Communication | .648 |
| Durability | .532 |
| Customer loyalty | .601 |

Table 1;- Cronbach's Alpha results, source SPSS data (2024)

Validity

According to Kothari (2004), content validity refers to the degree to which a measuring instrument adequately covers the topic under investigation. If the instrument encompasses a representative sample of the entire universe, then its content validity is considered good. Determining content validity is primarily subjective and intuitive; it can involve a panel of individuals who assess how well the measuring instrument meets established standards, although there is no numerical way to express it.

Based on this definition, the content validity of the study was evaluated by the research advisor, who assessed the appropriateness of the questions and the scale of measurement. Additionally, discussions were held with personnel from the TEBETA Ambulance and pre hospital EMS research office to further validate the appropriateness of the questions. In the case of secondary data, only pertinent articles and literature from academic, scientific, and marketing databases were utilized for the study.

3.7. Ethical Consideration

The researcher will address several ethical considerations throughout the study. These include respecting respondents' rights to choose whether or not to participate, providing them with information about the purpose of the questionnaire, and safeguarding the confidentiality of their responses by not requesting their names. Any emerging ethical concerns will be carefully addressed during the study's progression.

To uphold these ethical standards, the introduction section of the questionnaire will clearly outline the study's purpose and significance, emphasizing confidentiality. Respondents will be informed of their rights to complete the questionnaire or withdraw from the study at any time without facing adverse consequences, ensuring their well-being.

Structured questionnaires will be used to collect primary data, with only general information provided to respondents to protect their anonymity and prevent bias in their responses. Confidentiality will be maintained, and respondents' identities will remain undisclosed.

Additionally, all research findings will be transparently presented, ensuring freedom from plagiarism by acknowledging every reference used. The study will be conducted with an open-minded approach, presenting attitudes as they are without alteration. As a result, the collected information will be presented faithfully, and all literature used in the study will be appropriately acknowledged in the reference list.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter outlines the empirical findings derived from the questionnaire survey. It presents the results using graphs and charts when appropriate and discusses each question in detail. Furthermore, it includes analyses of correlations and regressions, as well as the overall research findings.

4.1. Data Analysis and Interpretation

4.1.1. Rates of Response

The study initially targeted 384 respondents. Out of these, 363 filled out and returned their questionnaires, resulting in a response rate of 94.53%. Meanwhile, 21 respondents did not respond or return their questionnaires, constituting a non-response rate of 5.47%. According to Zikmund (2003), a response rate of 50% is considered adequate, while a response rate greater than 70% is very good. This implies that, based on this assertion, the response rate of 94.53% in this case was very good and facilitated the collection of data on the variability perspective of the different respondents in the case of TEBETA Ambulance and Pre Hospital EMS.

4.1.2. Demographic Profile of Respondents

A total of 384 questionnaires were distributed to customers of TEETA ambulance, covering aspects such as gender, age, educational level, income level, 21 responses were disregarded due to incorrect collection. Therefore, 363 responses were considered for the analysis.

Please select your gender?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Male | 191 | 52.6 | 52.6 | 52.6 |
| | Female | 172 | 47.4 | 47.4 | 100.0 |
| | Total | 363 | 100.0 | 100.0 | |

Table 2:- Gender of respondents, SPSS 2024

Out of the total 363 respondents, 191 (52.6%) are male and 172 (47.4%) are female. There are no missing responses for the gender question, as indicated by the cumulative percent reaching 100.0%. This table provides a clear and straightforward distribution of the respondents' gender, showing a slightly higher number of male respondents compared to female respondents.

Select your age bracket

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 18-25 | 60 | 16.5 | 16.5 | 16.5 |
| | 26-35 | 66 | 18.2 | 18.2 | 34.7 |
| | 36-45 | 200 | 55.1 | 55.1 | 89.8 |
| | 46-55 | 37 | 10.2 | 10.2 | 100.0 |
| | Total | 363 | 100.0 | 100.0 | |

Table 3:- Age group of Respondents

18-25: 60 respondents, accounting for 16.5% of the total sample **26-35:** 66 respondents, making up 18.2% of the total sample **36-45:** 200 respondents, representing the largest group at 55.1% of the total sample. **46-55:** 37 respondents, comprising 10.2% of the total sample.

What is the highest level of education you have completed?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------|-----------|---------|---------------|--------------------|
| Valid | elementary | 37 | 10.2 | 10.2 | 10.2 |
| | high school | 102 | 28.1 | 28.1 | 38.3 |
| | diploma | 41 | 11.3 | 11.3 | 49.6 |
| | Degree | 155 | 42.7 | 42.7 | 92.3 |
| | MA/MSc | 28 | 7.7 | 7.7 | 100.0 |
| | Total | 363 | 100.0 | 100.0 | |

Table 4:- Education levels spss 2024

The Educational background is **Elementary**: 37 respondents, accounting for 10.2% of the total sample. **High school**: 102 respondents, making up 28.1% of the total sample. **Diploma**: 41 respondents, representing 11.3% of the total sample. **Degree**: 155 respondents, comprising the largest group at 42.7% of the total sample **MA/MSc**: 28 respondents, making up 7.7% of the total sample.

Select your income level

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | below 500 | 12 | 3.3 | 3.3 | 3.3 |
| | 501-1500 | 36 | 9.9 | 9.9 | 13.2 |
| | 1501-2500 | 96 | 26.4 | 26.4 | 39.7 |
| | 2501-above | 218 | 60.1 | 60.1 | 99.7 |
| | | | | | |

| | | | |
|-------|-----|-------|-------|
| Total | 363 | 100.0 | 100.0 |
|-------|-----|-------|-------|

Table5:- income levels

Form the above table we see that **Below 500**: 12 respondents, accounting for 3.3% of the total sample. **501-1500**: 36 respondents, making up 9.9% of the total sample. **1501-2500**: 96 respondents, representing 26.4% of the total sample. **2501-above**: 218 respondents, comprising the largest group at 60.1% of the total sample

4.2. Descriptive Statistics of Positioning

Positioning aims to establish a product in a specific place in the minds of prospective buyers. The customer's mind is where every rational and emotional buying decision is made. As customers are exposed to a number alternatives to choose from, they become increasingly aware of their needs and preferences (Kotler, 2002). This section examines the dimensions of positioning from the perspectives of relevance, differentiation, delivery, communication, and durability.

The feedback from respondents on the variables listed below was measured using a five-point Likert scale with the following values: 1 = Strongly disagree (very dissatisfied), 2 = Disagree (not satisfied), 3 = Neutral (uncertain), 4 = Agree (satisfied), and 5 = Strongly agree (highly satisfied). For easier interpretation, the scales were reassigned as follows: 1-1.8 = Strongly disagree, 1.81-2.6 = Disagree, 2.61-3.4 = Neutral, 3.41-4.20 = Agree, and 4.21-5 = Strongly agree (Best, cited in Simachew, 2014). To analyze the collected data in line with the research objectives, statistical procedures were performed using IBM SPSS version 26 software.

4.2.1. Consumers Perception on Positioning Relevance

The respondents were asked seven questions to assess the level of the company's positioning relevance. The questionnaires aimed to gather their attitudes regarding how well the company's products met their needs, wants, desires, demands, preferences, and purchase criteria

| | N | Mean | Std. Deviation |
|--|------|------|----------------|
| TEBETA Ambulance products and services are designed and offered based on my demand | 363 | 3.66 | 1.021 |
| The company's offering are recognized in line with my best way of preference . | 363 | 4.07 | 1.004 |
| The value offered by the organization match my need. | 363 | 4.07 | .839 |
| Their follow up services are commendable | 363 | 4.21 | .786 |
| The offering address my key purchasing criteria | 363 | 4.10 | .881 |
| The values or benefits offered by the organization are dominant in my buying decision making | 363 | 3.99 | 1.094 |
| The organization meet my group of present and future benefits | 363 | 3.88 | 1.198 |
| .mean sum | 3.87 | | |

Table 6:- source spss data (2024)

The survey collected opinions from 363 respondents about TEBETA Ambulance's products and services. The feedback reveals that, overall, respondents moderately agreed that the company

designs its products with their specific needs in mind (average score: 3.66) and makes efforts to align its offerings with customer preferences (average score: 4.07). Respondents particularly appreciated the company's follow-up services, which received high praise (average score: 4.21), and they generally agreed that TEBETA's offerings meet important purchasing criteria (average score: 4.10). However, there was some variation in opinions regarding how well the company addresses both present and future benefits for its customers (average score: 3.88). Despite these differences, the overall average score across all questions was approximately 3.87. This suggests that, on the whole, respondents have a positive perception of TEBETA Ambulance's products and services, acknowledging the company's efforts to cater to their demands and preferences.

4.2.2. Consumers Attitude on Positioning Differentiation

Six questions were posed to respondents to evaluate the differentiation variable. These questions aimed to collect their attitudes and opinions on how TEBETA Ambulance and pre hospital EMS stands out.

| | | | |
|---|-----|------|-------|
| TEBETA Ambulance's offerings are divergent and distinctive from the existing Contender in the health sector | 363 | 3.73 | .968 |
| I have faith the organization is known for a certain "Something" leading Figure in our country's EMS sector.. | 363 | 3.71 | .973 |
| I assume contenders are Not able to Make a claim as TEBETA Ambulance | 363 | 3.74 | .827 |
| I Know special thing about the organization's offering | 363 | 3.97 | 1.260 |
| The company Differentiation is preemptive than contenders | 363 | 3.53 | .848 |

| | | | |
|--|------|------|-------|
| The organization's offering are Differentiation is affordable. | 363 | 4.07 | 1.146 |
| Mean sum | 3.79 | | |

Table 7:- source spss dsta (2024)

The survey results from 363 respondents reveal moderate agreement on various aspects of TEBETA Ambulance's differentiation and leadership within the health sector. Respondents generally perceive TEBETA Ambulance's offerings as distinct and unique (average score: 3.73) and recognize its significant presence in the country's EMS sector (average score: 3.71). They also believe that TEBETA's competitors are unable to match its claims (average score: 3.74). Additionally, there is a widespread familiarity with TEBETA's specialized offerings (average score: 3.97) and a general agreement that the company's differentiation is affordable (average score: 4.07). When all these scores are averaged together, the overall score is approximately 3.79. This indicates that respondents have a generally positive view of TEBETA Ambulance's strategic positioning and believe it holds a competitive advantage in the healthcare industry.

4.2.3. Respondent Attitude on Positioning Delivery

To assess the company's positioning delivery aspects, respondents were asked seven questions. These questions were designed to gather their opinions. The table below discusses all sub-constructs, highlighting how TEBETA ambulance. delivers features that make its product distinct and unique from competitors in the EMS industry.

| | | | |
|--|-----|------|------|
| TEBETA actually deliver the proven quality they Claim | 363 | 3.83 | .834 |
| The organization's deliver its promises That are Related to the Reality of the Customer Experiences. | 363 | 4.07 | .949 |

| | | | |
|--|-----|-------------|-------|
| TEBETA Ambulance deliver what make its offering different and special from the Contenders in the EMS sector | 363 | 3.90 | 1.053 |
| The organization deliver the articulated value of having competitive price | 363 | 4.03 | 1.194 |
| TEBETA deliver its offering as promised with Consistence and Customer Service | 363 | 3.91 | 1.290 |
| The organization's offer features Claims are assisted by the value it offer, The Price affixed to it, the Distribution it chooses And the Promotion media they use | 363 | 3.90 | .584 |
| Mean sum | | 3.96 | |

Table 8:- source spss dsta (2024)

The study findings from 363 respondents suggest that TEBETA Ambulance generally meets customer expectations when it comes to delivering the quality it promises (average score: 3.83) and aligning those promises with actual customer experiences (average score: 4.07). Respondents also recognize that TEBETA sets itself apart in the EMS sector with its offerings (average score: 3.90) and competitive pricing (average score: 4.03). However, there is more variation in opinions regarding the company's consistency in delivering on its promises and customer service (average score: 3.91). On a positive note, respondents strongly agree that TEBETA's product claims are well-supported by its actions (average score: 3.90). When all these scores are combined, the overall average is approximately 3.96, indicating that respondents generally view TEBETA Ambulance as reliable and differentiated in the market.

4.2.5. Customers Attitude towards Positioning Durability

Six questions were utilized to assess the durability variable. These questionnaires were crafted to gather the respondents' feelings, attitudes, and opinions regarding the durability of the company's product positioning.

| | | | |
|---|-----|-------------|-------|
| The organization is Consistent in carrying out its Distribution | 363 | 3.36 | 1.187 |
| I feel their Emergency response Branding are Consistent and convenient | 363 | 3.51 | 1.039 |
| I still see what makes TEBETA Ambulance unique & different | 363 | 3.82 | 1.004 |
| The designs, features, and quality of their offering has consistence | 363 | 3.67 | 1.204 |
| I plan to continue to purchase TEBETA's offering as it is consistently different and Unique | 363 | 4.01 | 1.126 |
| Mean sum | | 3.67 | |

Table 9:- source spss dsta (2024)

The data from 363 respondents shows that there is moderate agreement regarding TEBETA Ambulance's consistency in distribution (average score: 3.36) and its branding in emergency response (average score: 3.51). Respondents recognize the company's unique qualities (average score: 3.82) and see some consistency in product design and quality (average score: 3.67). Additionally, many respondents expressed a strong intention to continue purchasing TEBETA's offerings because of their consistent uniqueness (average score: 4.01). When these scores are averaged together, the overall score is approximately 3.67, indicating that respondents have a generally positive perception of TEBETA Ambulance's efforts in maintaining consistency and differentiation.

4.2.4. Customers Feeling regarding Positioning Communication

A sum total of 8 questions were employed to assess the level of communication in the company's positioning. These questions were tailored made to gather the respondents' attitudes towards the communication aspect of the company's positioning.

| | | | |
|---|-----|------|-------|
| Communication channels of the TEBETA assist me to have new information and knowledge about the organization's Offering. | 363 | 4.05 | 1.008 |
| TEBETA's communication help me to know the types,, levels, and Quality of their offerings | 363 | 3.83 | 1.072 |
| I know the benefits of using the organization's offering. | 363 | 3.71 | 1.152 |
| I trust the value of the company's Offering's feature are appreciated and articulated well. | 363 | 4.06 | .872 |
| TEBETA Ambulance's offerings are Clearly and definitively Communicated to the customer. | 363 | 4.39 | .702 |
| The offering of the TEBETA by itself Communicate It's uniqueness and disparity to customers | 363 | 4.25 | .966 |
| Mean sum | | 4.03 | |

Table 10:- response on communication

The survey results from 363 respondents highlight perceptions of TEBETA Ambulance's communication effectiveness and customer engagement. Respondents strongly agree that TEBETA's communication channels provide new information and knowledge about the organization's offerings (mean = 4.05) and help clarify the types, levels, and quality of their offerings (mean = 3.83). There is moderate agreement that respondents understand the benefits of using TEBETA's offerings (mean = 3.71) and trust in the articulation and appreciation of the company's offering features (mean = 4.06). Furthermore, respondents strongly agree that TEBETA Ambulance's offerings are clearly and definitively communicated to customers (mean = 4.39), and that these offerings effectively communicate their uniqueness and differentiation (mean = 4.25). The grand mean, averaging all mean scores, is approximately 4.03, indicating overall positive perceptions of TEBETA Ambulance's communication strategies and their impact on customer understanding and engagement

4.3. Correlation Analysis

The correlation between dependent and independent variables, as well as their causal effects, was examined using the Statistical Package for Social Science (SPSS). The correlation matrix below illustrates the relationships among the variables in the questionnaire

Correlations

| | | Relevance | Differentiation | Delivery | Durability | Communication | Customer Loyalty |
|-----------------|---------------------|-----------|-----------------|----------|------------|---------------|------------------|
| Relevance | Pearson Correlation | 1 | .558** | .097 | -.057 | .111* | .016 |
| | Sig. (2-tailed) | | .000 | .066 | .282 | .035 | .757 |
| | N | 363 | 363 | 363 | 363 | 363 | 362 |
| Differentiation | Pearson Correlation | .558** | 1 | .192** | .336** | .127* | .134* |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .015 | .011 |
| | N | 363 | 363 | 363 | 363 | 363 | 362 |

| | | | | | | | |
|------------------|---------------------|-------|--------|--------|--------|--------|--------|
| Delivery | Pearson Correlation | .097 | .192** | 1 | .285** | .235** | .071 |
| | Sig. (2-tailed) | .066 | .000 | | .000 | .000 | .178 |
| | N | 363 | 363 | 363 | 363 | 363 | 362 |
| Durability | Pearson Correlation | -.057 | .336** | .285** | 1 | .143** | .093 |
| | Sig. (2-tailed) | .282 | .000 | .000 | | .007 | .079 |
| | N | 363 | 363 | 363 | 363 | 363 | 362 |
| Communication | Pearson Correlation | .111* | .127* | .235** | .143** | 1 | .664** |
| | Sig. (2-tailed) | .035 | .015 | .000 | .007 | | .000 |
| | N | 363 | 363 | 363 | 363 | 363 | 362 |
| Customer Loyalty | Pearson Correlation | .016 | .134* | -.071 | .093 | .664** | 1 |
| | Sig. (2-tailed) | .757 | .011 | .178 | .079 | .000 | |
| | N | 362 | 362 | 362 | 362 | 362 | 362 |

Table 11:- correlations source own SPSS data 2024

Relevance vs. Differentiation: There is a strong positive correlation (Pearson's $r = 0.558$) which is statistically significant at the 0.01 level. Differentiation vs. Delivery: Another strong positive correlation (Pearson's $r = 0.336$) significant at the 0.01 level. Delivery vs. Durability: Positive correlation (Pearson's $r = 0.285$) significant at the 0.01 level. Communication vs. Customer Loyalty: A very strong positive correlation (Pearson's $r = 0.664$) significant at the 0.01 level, indicating that higher communication is associated with higher customer loyalty. Relevance vs. Communication: A weak positive correlation (Pearson's $r = 0.111$) significant at the 0.05 level. Durability vs. Communication: A positive correlation (Pearson's $r = 0.143$) significant at the 0.01 level. Customer Loyalty vs. Durability: A weak positive correlation (Pearson's $r = 0.093$) but still significant at the

0.05 level. Customer Loyalty and factors like Delivery or Durability show weak correlations (around 0.1) suggesting little linear relationship

4.4. Regression Analysis

Prior to conducting linear multiple regression, preliminary analyses were performed to check for violations of multicollinearity, normality, and reliability assumptions. Multicollinearity was assessed by examining tolerance, VIF, and condition indexes from a Colinearity Diagnostics table generated in SPSS." To test the assumption of normality, a Normal P-P Plot of Regression Standardized Residuals was generated for each of the five variables. For all variables, the Normal P-P Plots of Regression Standardized Residuals were reviewed, and the points formed reasonably straight lines. Therefore, the assumption of normality was considered valid.

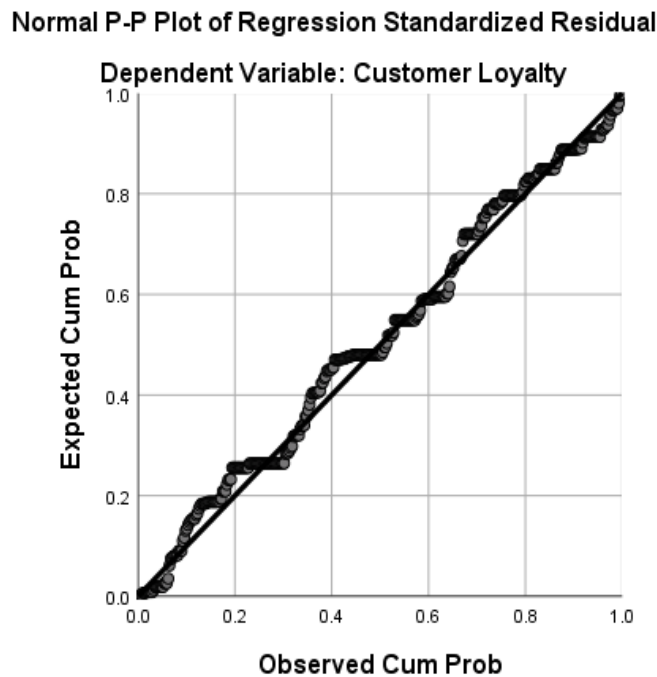


Figure 3:- Normal p- plot of the regression standardized residuals

Regression analysis constructs a predictive model based on data and utilizes this model to forecast the values of a dependent variable using one or more independent variables. In the context of linear multiple regression, the analysis determines the coefficients of a linear equation involving multiple independent variables, aiming to find the combination that most accurately predicts the dependent variable's value

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .718 ^a | .516 | .509 | 2.56744 | 2.238 |

a. Predictors: (Constant), Communication, Relevance, Durability, Delivery, Differentiation

b. Dependent Variable: Customer Loyalty

Table 12:- source own SPSS data 2024

The correlation coefficient, indicating the strength and direction of the linear relationship between the predictors (independent variables) and the dependent variable. In this case, the correlation coefficient (R) is 0.718, suggesting a moderately strong positive relationship.

R Square which represents the proportion of variance in the dependent variable (Customer Loyalty) that is explained by the independent variables (Communication, Relevance, Durability,

Delivery, Differentiation). In this model, around 51.6% of the variance in Customer Loyalty is accounted for by the predictors. Adjusted R Square: Similar to R Square, but adjusted for the number of predictors in the model. It provides a more accurate estimate of the proportion of variance explained. Here, it's 0.509. the Durbin –Watson is A test statistic used to detect the presence of autocorrelation (dependence between residuals) in the data. The value ranges from 0 to 4, where a value close to 2 indicates no autocorrelation. Here, the value is 2.238, suggesting no strong evidence of autocorrelation. Std. Error of the Estimate: Indicates the average distance between the observed values of the dependent variable and the values predicted by the model. In this case, it's 2.56744. The predictors included in the model are Communication, Relevance, Durability, Delivery, and Differentiation, along with a constant term. The dependent variable being predicted is Customer Loyalty

Table 7:- coefficients source SPSS data 2024

Unstandardized Coefficients (B): These coefficients represent the change in the dependent variable (Customer Loyalty) for a one-unit change in the independent variable, holding all other variables constant. **Standardized Coefficients:** Also known as Beta coefficients, these represent the change in standard deviations of the dependent variable for a one-standard deviation change in the independent variable. They allow for comparison of the relative importance of each independent variable. **T:** The T-statistic measures the significance of each coefficient. Larger

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Collinearity Statistics | |
|-------|-----------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 14.919 | 1.868 | | 7.985 | .000 | | |
| | Relevance | .941 | .332 | .133 | 2.833 | .005 | .614 | 1.628 |
| | Differentiation | 1.583 | .458 | .171 | 3.453 | .001 | .552 | 1.813 |
| | Delivery | 2.106 | .321 | .260 | 6.568 | .000 | .870 | 1.149 |
| | Durability | -.007 | .255 | -.001 | -.027 | .978 | .746 | 1.341 |
| | Communication | 5.639 | .300 | .719 | 18.799 | .000 | .930 | 1.076 |

Table 13:- source spss dsta (2024)

absolute T-values indicate greater significance. **Sig.:** Indicates the p-value associated with each coefficient. Lower values indicate greater significance. **Collinearity Statistics (Tolerance and**

VIF): These statistics assess multicollinearity among the independent variables. Tolerance values close to 1 and VIF (Variance Inflation Factor) values below 10 indicate low multicollinearity

Relevance: It has a positive unstandardized coefficient of 0.941, indicating that for each unit increase in Relevance, Customer Loyalty is predicted to increase by 0.941 units. This effect is statistically significant ($p = 0.005$). **Differentiation:** It also has a positive unstandardized coefficient of 1.583, suggesting that an increase in Differentiation is associated with an increase in Customer Loyalty. This effect is statistically significant ($p = 0.001$). **Delivery:** With a positive unstandardized coefficient of 2.106, Delivery has a strong positive relationship with Customer Loyalty, and this effect is highly significant ($p < 0.001$). **Durability:** The coefficient for Durability is close to zero (-0.007), suggesting that it has negligible impact on Customer Loyalty. The p-value ($p = 0.978$) indicates that this variable is not statistically significant.

Communication: by having the highest unstandardized coefficient (5.639), indicating that Communication has the strongest impact on Customer Loyalty among all predictors. This effect is highly significant ($p < 0.001$).

The overall model's constant term is 14.919, indicating the predicted value of Customer Loyalty when all independent variables are zero. The dependent variable in this analysis is Customer Loyalty.

4.5. Summary of the Result

The objective of this study was to investigate the impact of positioning on customer loyalty at TEBETA Ambulance and Pre Hospital EMS, focusing on relevance, differentiation, delivery, communication, and durability as key determinants of effective positioning. These factors were selected based on their consistent use by researchers, as evidenced in the literature review section. Five hypotheses were formulated for this study, and each hypothesis is briefly discussed below.

The regression analysis results provide substantial support for most of the proposed hypotheses regarding the relationship between various factors and customer loyalty. Specifically, the hypothesis that there is a positive and significant relationship between relevance and customer loyalty (H1) is supported, as evidenced by a coefficient of 0.941 and a significant p-value of 0.005. Similarly, the hypothesis that differentiation positively and significantly impacts customer loyalty (H2) is confirmed, with a coefficient of 1.583 and a p-value of 0.001. The delivery factor also shows a strong positive and significant relationship with customer loyalty (H3), reflected in a coefficient of 2.106 and a highly significant p-value of 0.000. Communication has the most substantial impact on customer loyalty, supporting H4, with a coefficient of 5.639 and a p-value of 0.000, indicating a very strong positive and significant relationship. However, the hypothesis that durability is positively and significantly related to customer loyalty (H5) is not supported, as the coefficient is -0.007 with a p-value of 0.978, showing no significant relationship. Overall, the results confirm that relevance, differentiation, delivery, and communication positively and significantly influence customer loyalty, while durability does not have a significant impact

SUMMARY

- Hypotheses H1, H2, H3, and H4 are supported by the regression results, as they show positive and significant relationships with customer loyalty.
- Hypothesis H5 is not supported, as the relationship between durability and customer loyalty is not significant and slightly negative

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND

RECOMMENDATION

This chapter provides a summary of findings, conclusions drawn, recommendations, and limitations of the study. The study aimed to explore the impact of positioning on customer loyalty, assessing the dimensions of effective positioning that directly influence customer loyalty through relevance, differentiation, delivery, communication, and durability

5.1. Summary of the Major Finding

All five dimensions of positioning – relevance, differentiation, communication, delivery have a significant effect on customer loyalty, and durability has a slightly low significance level –. Let's summarize and conclude the findings in detail.

- Based on this study Communication has the most substantial positive and significant effect on customer loyalty, with a coefficient of 5.639 and a p-value of 0.000. This indicates that effective communication with customers greatly enhances their loyalty. Delivery has a strong positive and significant impact on customer loyalty, with a coefficient of 2.106 and a highly significant p-value of 0.000. Efficient and reliable delivery is crucial for increasing customer satisfaction and loyalty.
- The findings from the study highlight a strong and positive connection between differentiation and customer loyalty. With a coefficient of 1.583 and a highly significant p-value of 0.001, the data suggests that when a company offers unique or distinct products and services, it significantly enhances the likelihood of fostering customer loyalty. In other words, customers are more inclined to remain loyal to brands that stand out from the competition.
- Additionally, the study shows that relevance plays an important role in driving customer loyalty. With a coefficient of 0.941 and a significant p-value of 0.005, the results indicate that when customers perceive a product or service to be highly relevant to their needs, they are more likely to stay loyal to that brand. This means that understanding and

meeting customer needs is crucial for businesses looking to build and maintain a loyal customer base.

- While Durability does not have a significant relationship with customer loyalty, with a coefficient of -0.007 and a p-value of 0.978. This suggests that durability does not significantly influence customer loyalty in this context
- Finally, according to the regression analysis results, when overall customer loyalty was regressed on the five independent variables (Relevance, Differentiation, Delivery, Communication, and Durability), the model was found to be statistically significant at the p-value of 0.000. The unstandardized coefficients (beta) indicate that relevance, differentiation, delivery, and communication significantly affect customer loyalty, while durability does not have a significant impact. Specifically:

The analysis highlights that relevance, differentiation, delivery, and communication are critical factors that significantly contribute to customer loyalty. Companies should focus on ensuring their products or services are perceived as relevant, unique, reliably delivered, and effectively communicated to customers to enhance loyalty. Durability, however, does not appear to have a significant impact on customer loyalty within this dataset, suggesting that other factors may be more critical in driving loyalty.

5.2. Conclusion

The primary aim of the study was to explore the impact of positioning on customer loyalty, focusing on TEBETA Ambulance and pre hospital EMS in Addis Ababa. To achieve this objective, a non-probability sampling approach, specifically deliberate or purposive or judgment sampling, was utilized. A questionnaire containing inquiries regarding the dimensions of positioning—namely relevance, differentiation, delivery, communication, and durability—was developed and distributed near the main office Yeka, and other places such as Bole, Kera, Piassa, Kaliti, and Bisrate Gabriel.

All the research objectives of this study were successfully achieved, with the overarching goal being to examine the impact of positioning on customer loyalty.

The analysis reveals that several key factors—relevance, differentiation, delivery, and communication—play a crucial role in boosting customer loyalty. For companies to enhance customer loyalty, they should ensure that their products or services are seen as relevant, unique, consistently delivered, and clearly communicated. On the other hand, durability does not seem to significantly affect customer loyalty based on this dataset. This suggests that factors like how well a product meets customer needs and how effectively it is delivered and communicated are more important for fostering loyalty.

According to the findings, the independent variables relevance, differentiation, delivery, and communication have a significant positive relationship with customer loyalty. However, durability does not have a significant impact on customer loyalty. Therefore, most of the selected determinants of positioning affect customer loyalty, with the exception of durability.

5.3. Recommendations

The research primarily targeted customers of TEBETA Ambulance and pre hospital EMS, aiming to offer valuable insights for both practitioners and researchers. The primary objective of this study was to analyze the influence of positioning on customer loyalty.

- Based on the findings and conclusions of this study, TEBETA Ambulance and pre hospital EMS should consider that the important determinants of positioning for their consumers are delivery, communication, and relevance. Consequently, the company should focus on maintaining and enhancing these factors to ensure customer loyalty. And to keep up what they are doing
- Based on the findings and conclusions of this study, TEBETA Ambulance and pre hospital EMS should recognize that the key determinants of customer loyalty are delivery, communication, and relevance. Differentiation also plays a significant role. Therefore, the company should prioritize maintaining and improving delivery, communication, relevance, and differentiation to enhance customer loyalty.
- While durability does not have a notable impact TEETA Ambulance and pre hospital EMS should Conduct a thorough assessment of the durability of your products. Identify any weak points or areas where improvements can be made to enhance durability. This may involve using higher-quality materials, improving manufacturing processes, or implementing better quality control measures.

5.4. Further Implications

- The research can be further expanded to include other countries and cultures. This would provide a detailed understanding of the various factors influencing customer loyalty among TEBETA Ambulance and pre hospital EMS. Additionally, using a larger and more diverse sample size, with even distribution across different age groups, will enhance the understanding of brand loyalty among a broader range of customers.
- Further studies can explore the effects of positioning on customer loyalty and its impact on enhancing customer satisfaction and organizational performance. These studies can be conducted across various firms to assess the effects of positioning on customer loyalty, beyond the case of TEBETA ambulance. Conducting a survey across all Ambulance and Pre-Hospital EMS service providers would provide more comprehensive research.

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APPENDICES

Appendix 1: Questionnaire (English)

Addis Ababa University

College of Business and Economics

School of Commerce

Marketing Management Program Unit

Objective of the Questionnaire

Dear Respondents, My name is Leule Yohannes. I am a prospective graduate of the year 2024 in the field of Marketing Management at Addis Ababa University College of Business and Economics [School of Commerce]. This questionnaire is designed to collect data on the effect of positioning on customer loyalty: in the case of TEBETA Ambulance and Pre Hospital EMS. The information gathered will be accessible by the researcher only and remains strictly confidential.

General instruction

- 1) These questions are to be answered by Customers of TEBETA Ambulance
- 2) No need to write your name on the questions paper.
- 3) Please put “number “inside the box to your response
- 4) If there is any question please contact the researcher through the following address

Leule Yohannes Tadesse Tel. +251923795349/+251978070469

E-mail: leuleyohannes369@gmail.com

Part 1. Demographics

1. Please select your gender?

A. Male B. Female

2. Select your age bracket

A.18– 25 years B. 26 – 35 years C. 36 – 45 years D.46-55

E. 56-over

3. What is the highest level of education you have completed?

A. Elementary education B. High School

C. Diploma D. Degree E. MA/MSc F. PHD

4. Select your income level

A. Below 500 B .501-1500 C.1501-2500 D. 2501-above

Part II: -Impact of Positioning on Customer Loyalty

Please rate the following statement by writing the appropriate number of your choice.

1=strongly disagree 2=disagree 3=neutral 4=agree 5= strongly agree

| Q, NO | Dependent and Independent Variables | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|------------------|--|-------------------|----------|---------|-------|----------------|
| | | 1 | 2 | 3 | 4 | 5 |
| Relevance | | | | | | |
| 1 | TEBETA Ambulance products and services are designed & offered based on my demand | | | | | |

| | | | | | | | |
|---|--|--|--|--|--|--|--|
| 2 | The company products are identified in accordance with my best way of preference. | | | | | | |
| 3 | The product's benefit offered by the company match my desire. | | | | | | |
| 4 | The follow up services are favorable. | | | | | | |
| 5 | The products address my important buying criteria. | | | | | | |
| 6 | The products values or benefits proposed by the company are Important in my purchase decision making | | | | | | |
| 7 | The company meets my bundle of current& expected benefits. | | | | | | |

Differentiation

| | | | | | | |
|----|---|--|--|--|--|--|
| 8 | TEBETA Ambulance's offerings are different & unique from existing Competitors in the health sector industry | | | | | |
| 9 | I believe the company known for a certain "something" leading Figure in our country EMS industry. | | | | | |
| 10 | I think competitors are not-able to make the product feature claims as TEBETA Ambulance | | | | | |
| 11 | I Know special thing about the company's offering | | | | | |
| 12 | The company differentiation is preemptive than competitors. | | | | | |
| 13 | The company's offering Differentiation is affordable. | | | | | |

Delivery

| | | | | | | |
|----|--|--|--|--|--|--|
| 14 | The company actually delivers the proven quality and taste it Claims | | | | | |
| 15 | The company's delivered promises are related to the reality of the customer experiences. | | | | | |
| 16 | TEBETA Ambulance deliver what makes its product different & unique from Competitors exist in the beer industry | | | | | |
| 17 | The company delivers the articulated value of having competitive price. | | | | | |
| 18 | The company delivers its offering as promised with consistence & customer service | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 19 | The company's product features claims are supported by the products it offers, the price affixed to it, the distribution it chooses & the promotion media it uses | | | | | |
|----|---|--|--|--|--|--|

Durability

| | | | | | | |
|----|--|--|--|--|--|--|
| 20 | The company has consistent distribution performance | | | | | |
| 21 | I think my Emergency response branding is consistent | | | | | |
| 22 | I still see what makes TEBETA Ambulance unique & different | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 23 | The design, feature, taste & quality of the product has consistency | | | | | |
| 24 | I intend to continue to buy TEBETA's offering as it is consistently unique and Different | | | | | |

Communication

| | | | | | | |
|----|--|--|--|--|--|--|
| 25 | Communications channel of company helps me to have updated information & knowledge about the company's Offering. | | | | | |
| 26 | The company communication makes me to know the levels, types, & quality of its offerings | | | | | |
| 27 | I know the merits of owning /using the company's offering. | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 28 | I believe the value of the company's Offerings's features are articulated & appreciated well. | | | | | |
| 29 | TEBETA Ambulance's offerings are clearly & definitively Communicated to the customer. | | | | | |
| 30 | The products of the company by itself communicate what makes it unique and different to customers | | | | | |

Customer loyalty

| | | | | | | |
|----|---|--|--|--|--|--|
| 31 | I have positive attitude & aspiration toward TEBETA Ambulance | | | | | |
| 32 | I am committed to re-buy TEBETA Ambulance based on offering relevance | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 33 | I love the company's offering because of its feature, taste & qualities are favorable to me | | | | | |
| 34 | The reason why I prefer to buy and recommend the company's offering is because of the uniqueness & leading figure it has in the EMS Sector industry. | | | | | |
| 35 | Because of the company keeps its promise to deliver quality and Different or unique offering I recommend the company's product for others. | | | | | |
| 36 | I buy & recommend the company's products because I know & experience the company's communication | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 37 | I still buy and recommend the company's product because of its uniqueness durability | | | | | |
| 38 | I am loyal to TEBETA Ambulance | | | | | |

Thank you.